



# IMS *Brussels*

The Institute for Management Studies, 201 West Liberty Street, Suite 100, Reno NV 89501

SUBJECT	<b>NEW MINDSETS FOR A NEW WORLD: DEVELOPING STRATEGY FOR GLOBAL MARKETS</b>		
FACULTY	PROF. GORDON HEWITT, CBE		
LOCATION	Renaissance Brussels Hotel Rue du Parnasse 19, Brussels, 1050 Belgium 32 2 5052929	DATE	Thursday, December 9, 2010
		REGISTRATION	8:30 AM
		SESSION	9:00 AM - 4:00 PM

## TIME TOPICS

<b>25%</b>	The New Competitive Landscape - how market volatility and complexity are changing the old competitive "game and rules".
<b>25%</b>	New Demands on Strategy - gaining credibility for strategy in a volatile world.
<b>25%</b>	The "Internal Governance" Dilemma - resolving tensions between the "silos" in the modern corporation
<b>25%</b>	Thinking the Role and Value Added of Senior Management - the new ground rules of strategic renewal

## SEMINAR DESCRIPTION

Companies worldwide now face an emerging competitive landscape of dramatic volatility. Unprecedented fluctuations in corporate performance, sudden loss of corporate reputation, reversal of CEO "star status" - these are the new realities. Moreover, Enron and similar scandals have put credibility and trust from an ethical point of view at the core of the corporate agenda. In this program Prof. Gordon Hewitt will argue that these dilemmas cannot be explained away by simplistic ideas about the business cycle. He will lay out a practical framework that demands a fundamental rethinking of: (1) what competition is now all about in today's complex global markets; (2) what strategy needs to be about, and how to give it credibility; and (3) what top management needs to do to steer their companies through uncharted competitive territory. Furthermore, Prof. Hewitt will explain why retreating to the "core" and improving incremental efficiency is not good enough. The corporate graveyard is littered with the bodies of companies who won the "efficiency battle" but lost the "competitive war".

## FOR RESERVATIONS

**Robert Rogers**  
**Phone: +32 (0)478.719788 e-mail: Brussels@ims-online.com**

## FACULTY



**PROF. GORDON HEWITT, CBE** (Commander of the Order of the British Empire), FRSE (Fellow of the Royal Society of Edinburgh) is Professor of Business Administration at the Stephen M. Ross School of Business, University of Michigan. His interests cover the fields of global competition and the development of new frameworks for creating competitive advantage. Prof. Hewitt has been the highest rated core faculty member on Michigan's senior executive programs for many years. He is also Distinguished Professor of Corporate Strategy and International Business at Duke Corporate Education. He was given the 2007 International Distinguished Faculty Award by the Institute for Management Studies. His academic awards include the title of Honorary Professor at the Faculty of Social Sciences, University of Glasgow, where he started his career. As a consultant, he works at Board level with many international corporations. Recently, he and Michigan colleagues C.K. Prahalad and Dave Ulrich conducted programs for top executives of the Sony Corporation to develop global strategy for the converging fields of digital technology and entertainment. He has been involved in major strategy and educational programs for corporations such as Diageo, Zurich Financial, IBM, Pfizer, Microsoft, Time Warner, Shell, Verizon, and Mars. Prof. Hewitt is widely acknowledged as one of the world's leading authorities on how to compete and create advantage in dynamic, complex markets. Recently he has chaired meetings of European and American CEOs and Board Chairmen to discuss the future of corporate strategy and corporate governance. He has been Hewlett Packard's "Masterclass" speaker at the Confederation of British Industry (CBI) National Business Conference over the past two years. His forthcoming work with C.K. Prahalad, *Strategy as a Process of Discovery*, redefines the challenge of corporate strategy and corporate value creation in the context of new competitive realities. Prof. Hewitt was awarded a CBE for services to business in the 2007 New Year's Honours List. In March 2008, he was elected a Fellow of the Royal Society of Edinburgh, Scotland's National Academy of Science and Letters.

## GUIDE TO PARTICIPANT SELECTION

SENIOR EXECUTIVE  
(Pres, Exec & Sr. VP)

EXECUTIVE  
(VP & General Mgr)

SENIOR MANAGER  
(Div. & Reg. Mgrs)

MIDDLE MANAGER  
& SUPERINTENDENTS

1	1	1	1	1	2	1	1	1	1	2	1	1
1	1	1	1	1	2	1	1	1	1	2	1	1
1	2	2	1	2	3	1	2	2	1	3	2	2
2	3	3	2	3	3	2	3	3	2	3	3	3
Admin	Distrib	Engr	Finc	H.R.	Legal	Mktng	IT	Ops	Plng	Pchsg	R&D	Sales

### APPLICABILITY

"1" indicates primary target audience

"2" indicates a good fit if the level of material is appropriate

"3" indicates (in the opinion of the Institute and faculty) limited applicability.

## FOCUS

PRIMARY

### PLANNING/ORGANIZING:

Problem Identification, Selecting and Organizing Information, Analysis, Evaluating Alternative Solutions, Developing Specific Plans

SECONDARY

### LEADERSHIP DEVELOPMENT:

Adaptability, Commitment, Creativeness, Initiative, Judgment, Timing

TERTIARY

### EXECUTING/CONTROLLING/EVALUATING:

Decision Making, Direction, Coordination, Evaluation

## LEVEL

Introductory  Intermediate  Advanced